



**Developing Excellence in Governance  
and Leadership**

## **Mission**

Through its people and resources, we will achieve strong leadership of services and programs that will enable AFN to be a healthy and prosperous Mi'kmaq community.

## **Vision**

Excellence in Governance and Leadership of Acadia First Nation

## **Values**

- ✓ Transparency, Accountability, Communication
- ✓ Sustainable healthy development
- ✓ Future Generations
- ✓ Community and Family
- ✓ Culture and Traditions
- ✓ Strong Governance
- ✓ Respect for the land and our history
- ✓ Fiscal Accountability
- ✓ Fairness

## **The Guiding Principles – Our Pillars for Success**

- ✓ Perseverance - AFN has been able to take teachings from the past, overcome obstacles of our ancestors to survive and thrive. By working together, through community we are motivated for our future and generations to come.
- ✓ United Front For Success - All departments coming together and working collaboratively by sharing knowledge, resources and success.
- ✓ Humility - One of the seven sacred teachings, we are all "Human". Being humbled and believing we are not lower or higher than anyone else.
- ✓ Support - Working together to create ownership in oneself. Elevated, skilled people supporting each other, feeling included, working towards a common goal, taking ownership of your role.

## PURPOSE

**“ Building on the Strengths, learning from our History to Move forward for the betterment of the Nation”**

This Strategic Organizational Plan is about how we set the direction for internal management of our people and resources. This Plan should be considered a cyclical process and renewed annually, in order to take stock of progress and identify solutions to any barriers that are impeding success. Every strategic plan needs to be operationalized with an annual plan. A template is included as Appendix B which will be used for the development of the annual operational plan.

During a two day In service training in March 2019, the following priorities, goals and objectives were developed by all 32 members of the AFN management team. The following, highlights the work that will be made a priority in the coming three years. In the following pages we will provide additional information on the timing and how it is hopeful that these ideas will become a reality in the coming years.



### Priority #1 Overall Health and Wellness for Acadia First Nation

There was a strong message provided to Acadia First Nation. We are a strong and vibrant Nation. We are doing well but need to strive go further in the area of health care. There needs to be a concentrated effort to provide all band members both on and off reserve information regarding what services are provided in each area. The idea of what services are provided to both on and off reserve can be confusing and can easily mislead band members resulting in services that are offered not being accessed. The idea of promoting a Health Fair throughout various AFN communities was identified as a sure way to get the message out to the community members. A health committee is to

be developed and participation from all areas supported so that the needs of all community members can be recognized, recorded and mitigated over time. There are mental health services that are offered and not always accessed by those who need it. Communication of services through a variety of measures including a Health Fair will go a long way to assist community members. Expansion of services in the Gold River Health Center by location of a doctor or Nurse Practitioner would greatly assist both on and off reserve members in this area. Increasing dialogue with outside stakeholders could create opportunities to provide additional services on reserve that could easily provide for regional areas as opposed to simply focusing on providing for a limited number of band members. We must look at the big picture and focus on economies of scale to possibly increase services for band members on and off reserve.

<b>Activity</b> <b>1.0</b>	Annual Health Fair - Select date and venue for first Annual Health Fair. Discussions with Confederacy of Mainland Mi'kmaq, potential partners.
<b>2.0</b>	Mental Health Services - Child & Youth Mental Health Clinician in Yarmouth, Wildcat, Gold River
<b>3.0</b>	Annual Health Fair - Partners identified, first planning meeting held
<b>4.0</b>	Healthcare Provider in Gold River - Consult with District Health Authority
<b>5.0</b>	Annual Health Fair - Host first fair in Medway
<b>6.0</b>	Health Committee - Committee established (Marla, Avis, Khayla, Kolby, Chelsea), hold first meeting
<b>7.0</b>	Annual Health Fair - Second fair
<b>8.0</b>	Annual Health Fair - Third fair
<b>9.0</b>	Seniors Housing to bring senior services/housing to all communities - Approval required by Council, budget support from Amanda L., coordinate with Housing Dept. Actively developing a plan by end of 2021.
<b>10.0</b>	Healthcare Provider in Gold River - Plan in place
<b>11.0</b>	Expansion of Yarmouth Health Center

## Priority #2 Economic Development

Acadia First Nation has been aggressively seeking autonomy through the diversification of economic development. This diversification and overall success has created a need to look at ways to address the ever growing opportunities. Presently AFN cannot take advantage of all the opportunities simply due to the fact that the present staff are overworked with too many responsibilities. Over the coming years AFN will research ways to address the additional economic opportunities presently missed through the division of the Band Managers role into two separate roles. Presently the Band manager coordinates all aspects of the Band Manager job description over six communities and 300 kilometers. In addition he plays a pivotal role on managing the economic growth of the nation working directly with the economic development officer. Through the development of an Economic Development Corporation the present job of the Band manager would be split into a Band manager role as well as a CEO role. The CEO would focus their efforts on economic management and expansion leaving the band manager the ability to address day to day operations of the Band. This will require extensive development with all information being developed and provided to Council throughout 2019 and 2020.

<b>Activity 1.0</b>	Get initial Council buy-in to research what it takes to establish an Economic Development Corporation (EDC)
<b>2.0</b>	Research and development of CEO position to work with EDC
<b>3.0</b>	Funding for Salary Grid System
<b>4.0</b>	Development and approval of an EDC budget
<b>5.0</b>	Discussions with Confederacy of Mainland Mi'kmaq and other maritime First Nations, Acadia legal counsel to research options, structure, pros/cons, requirements, etc. to establish an EDC
<b>6.0</b>	Present findings to Council to get approval to proceed with drafting of documents
<b>7.0</b>	Completion of draft documents required for the EDC
<b>8.0</b>	Board members identified and appointed to the EDC board.
<b>9.0</b>	Job posting for CEO posted
<b>10.0</b>	Consultation with community / community meetings
<b>11.0</b>	Development of final EDC strategic plan
<b>12.0</b>	2nd EDO hired

13.0	Have at least two new businesses operational by 2021
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### Priority #3 Kids and Youth

The Youth are the future of Acadia First Nation. The discussions with managers confirmed the observation that getting youth involved is a very challenging thing. In order to address this concern, there needs to be a person(s) hired to address this concern head on. This person would work with the MPAL to seek information from all communities members on ways to engage youth. Find out what they need and what would inspire them to become more involved in their communities through traditional healing, traditional activities, sport and recreation.

<b>Activity 1.0</b>	Regional Youth Coordinator - look for funding, get assistance from CMM
<b>2.0</b>	Regional Youth Coordinator - Job description created, job posting composed, approval from Council
<b>3.0</b>	Regional Youth Coordinator hired
<b>4.0</b>	Community consultation - meetings with youth/community/volunteers to come up with a plan (for events & fundraising & funding to apply for)
<b>5.0</b>	Community Involvement - Training for youth to assist in programming, provide mentoring, plan own events
<b>6.0</b>	Annual events - Volunteers in place, be self-sufficient, youth teaching youth during annual events

### Priority #4 Communication

Acadia First Nation consists of six communities spread out over 300 kilometers. Although Yarmouth is the financial hub for all operations, there has been a strong effort to diversify responsibilities across all communities to allow all band members the opportunity to be involved. This has presented challenges over the years. The diversity of locations creates a natural diversification in policy, opinion and the ability to communicate and share ideas. There has been a strong message to create stronger clear and transparent policy available to all band members. Policy that is enforced equally across all areas. Communication has increased over the past three years with the development of the AFN Newsletter which is circulated bimonthly. In the coming 2

months AFN will release its new and improved website. This new and interactive website will provide substantially more information while attempting to engage band members to be more involved. The development of a community planner will increase community engagement which creates a better understanding for everyone.

<b>Activity</b> <b>1.0</b>	Consistency - Policies, Communication, Information sharing
<b>2.0</b>	Website
<b>3.0</b>	Approval to give decision making authority to Managers
<b>4.0</b>	Department Heads Quarterly meetings
<b>5.0</b>	Present Guidelines for decision making authority
<b>6.0</b>	Community Eng. Planner Training - Conflict Resolution Training
<b>7.0</b>	Implement guidelines for decision making authority
<b>8.0</b>	Community Engagement Planner hired
<b>9.0</b>	Show case AFN members in the community

## SWOT Analysis

### Strengths

Financial stability
Close working relationships
Well educated, knowledgeable and enthusiastic long term employees
Forward thinking employees
Well positioned for change
Stable 5 year Chief and Council
Ability to get things done quickly
Multiple locations
Access to training and knowledge
Good teamwork

## Weaknesses

Lack of clear policies
Divergent values and perspectives
Diverse locations make communication and ownership more difficult
Large and diverse group of employees
Lack of communication
Overlap of Management and administration
Access to funding opportunities
Lack of experience in emerging opportunities
Unclear job descriptions and reporting relationships
Lack of a performance management system for employees

## Opportunities

FNPP (First Nations Policy Program)
Land acquisition for ATR (Addition to Reserve)
Fishery expansion / Forestry
Wind power
Networking more with other agencies
Available business partners
Underutilized talent - employees/community members
Access to funding
Multiple locations
Business diversification
Other local governments willing to partner with us

## Threats

Economy
Internal and town politics
Lack of succession planning for leadership positions
Expanded band membership with no more funding
Changes to funding / reporting
Competition - e.g. fuel stations
Speed of implementation / timing
Lack of diversity of revenue

## Strategic Priorities

<b>Goals</b>	<b>Priority #1 Health and Wellness</b> <ul style="list-style-type: none"> <li>✓ Annual Health Fair</li> <li>✓ Seniors Housing</li> <li>✓ Mental Health Services</li> <li>✓ Health Care Provider in Gold River</li> <li>✓ Health Committee</li> </ul>
	<b>Priority #2 Economic Development</b> <ul style="list-style-type: none"> <li>✓ Establish an EDC ( Economic Development Corporation)</li> <li>✓ Hire Second EDO</li> </ul>
	<b>Priority #3 Kids and Youth</b> <ul style="list-style-type: none"> <li>✓ Hire a Youth Coordinator</li> <li>✓ Increase community involvement and engagement</li> <li>✓ Train Youth Volunteers</li> <li>✓ Host annual events</li> </ul>
	<b>Priority #4 Communication</b> <ul style="list-style-type: none"> <li>✓ Decision making authority to Managers</li> <li>✓ Quarterly Department Head meetings</li> <li>✓ Community engagement planner / trainer</li> <li>✓ Website</li> <li>✓ Showcase our people</li> <li>✓ consistency</li> </ul>

## Tracking our Success

### Priority 1- Health and Wellness

<b>Activity</b>	<b>Responsibility</b>	<b>Timing</b>
1.0 Annual Health Fair - Select date and venue for first Annual Health Fair. Discussions with Confederacy of Mainland Mi'kmaq, potential partners.	Health Director	March 2019
2.0 Mental Health Services - Child & Youth Mental Health Clinician in Yarmouth, Wildcat, Gold River	Health Director	March 2019
3.0 Annual Health Fair - Partners identified, first	Health Director	June 2019

planning meeting held		
4.0 Healthcare Provider in Gold River - Consult with District Health Authority	Health Director	June 2019
5.0 Annual Health Fair - Host first fair in Medway	Health Director	September 2019
6.0 Health Committee - Committee established (Marla, Avis, Khayla, Kolby, Chelsea), hold first meeting	Health Director	September 2019
7.0 Annual Health Fair - Second fair	Health Director	Fall 2020
8.0 Annual Health Fair - Third fair	Health Director	Fall 2021
9.0 Seniors Housing to bring senior services/housing to all communities - Approval required by Council, budget support from Amanda L., coordinate with Housing Dept. Actively developing a plan by end of 2021.	Council Housing CFO	December 2021
10.0 Health Care provider in Gold River	Health Director	Fall 2021

## Priority2 - Economic Development

Activity	Responsibility	Timing
1.0 Get initial Council buy-in to research what it takes to establish an Economic Development Corporation (EDC)	Band manager	March 2019
2.0 CEO Job Description	EDO	June 2019
3.0 EDO Budget research completed	CFO	September 2019
4.0 Discussions with Confederacy of Mainland Mi'kmaq and other maritime First Nations, Acadia legal counsel to research options, structure, pros/cons, requirements, etc. to establish an EDC	Band Manager	September 2019
5.0 Present findings to Council to get approval to proceed with drafting of documents	Band Manager	October 2019

6.0 Completion of Documents required for EDC Review	Band Manager	March 2019
7.0 Board members identified and appointed to the EDC board.	Band Manager	September 2020
8.0 Job posting for CEO posted	NEO	October 2020
9.0 Consultation with Community / Community meetings	CEO	November 2020
10.0 Development of final EDC Strategic Plan	CEO	December 2020
11.0 Second EDO Hired	CEO	January 2021
12.0 At least two new businesses Operational	CEO	July 2021

### Priority 3 – Kids and Youth

Activity	Responsibility	Timing
1.0 Regional Youth Coordinator - look for funding, get assistance from CMM	Youth Director	ASAP
2.0 Regional Youth Coordinator - Job description created, job posting composed, approval from Council	HR , NEO	June 2019
3.0 Regional Youth Coordinator hired	Hiring Committee	Sept 2019
4.0 Community consultation - meetings with youth/community/ volunteers to come up with a plan (for events & fundraising & funding to apply for)	Youth Coordinator	December 2019
5.0 Community Involvement - Training for youth to assist in programming, provide mentoring, plan own events	Youth Coordinator	December 2020
6.0 Annual events - Volunteers in place, be self-sufficient, youth teaching youth during annual events	Youth Coordinator / Youth Volunteers	December 2021

## Priority 4 – Communication

Activity	Responsibility	Timing
1.0 Consistency - Policies, Communication, Information sharing	Everyone	May 2019
1.1 Website	IT Department	April 2019
1.2 Approval to give decision making authority to Managers	Band manager – Managers meetings	July 2019
1.3 Department Heads Quarterly Meetings	Band manager	June 2019 and quarterly mtg.
2.0 Present Guidelines for decision making authority	Band Manager / HR	September 2019
2.1 Community Eng. Planner Training - Conflict Resolution Training	HR / CMM	October 2019
3.0 Implement Guidelines for Decision making authority	Managers	December 2019
4.0 Community Engagement Planner hired	NEO	December 2019
7.0 Show case AFN members in the community	Community Engagement Planner	December 2021

## Administrative Deliverables

### Year 1 - 2019

- a) Finalization and approval of an operational plan
- b) Funding and determination of salary grid scale for all employees.
- c) Council Approval of 2019 Strategic Plan
- d) Development of 5 year Capital Assets Plan by CFO
- e) Completion of Information Management Policy
- f) Initiation of 10 Year Grant Authority funding
- g) Certification testing under FMB
- h) Development of Off Reserve Improvements policy

### Year 2 2020

- a) Development of a yearly Operational Plan that can be shared with community
- b) Development and implementation of a Housing Policy
- c) Band Procedural Regulations: Policy laying out what is publicized and by whom. It is done but not publicized and approved by Council
- d) Revision of 5 year Capital assets plan
- e) Development / Approval of Appeals Process
  - i. Financial
  - ii. Housing
  - iii. Council Decisions
- f) Program evaluation development
- g) Development of orientation Manual for new Council

### **Year 3 2021**

#### Level 2 Certification through FNFMB

- a) Approval of Advanced Financial Law
- b) Acceptance of Advanced HR Manual
- c) Acceptance of Financial Governance
- d) Acceptance of Information management policy
- e) Acceptance of Protection of Personal Information Policy

#### Development of Pow Wow Committee Policy

- a) Development of Pow Wow Policy
- b) Review of AFN policies with Pow Wow Committee members
- c) Expansion of IT Policy for Pow Wow Facebook pages

## **CURRENT MANAGEMENT STRUCTURE**

The Band Council consists of the elected Chief and 8 Councilors. The Chief and Councilors are elected for 5 year terms under custom election Bylaws. The Band Manager and staff are responsible for band administration. There are approximately 60 Band Council administration employees, with responsibilities the following: health, social, education, human resources, finances, capital works, economic and community development, fisheries, lands and project development and communications. In addition, there are approximately 160 employees in the stores/gas station and a significant number of seasonal employees engaged in the fishery during the year.

### **The Chief and Council are as follows:**

Chief Deborah Robinson  
Councilor Jeff Purdy  
Councilor Rachel Falls  
Councilor Darlene Coulton  
Councilor Avis Johnson  
Councilor Tom Pictou  
Councilor Mike Paul  
Councilor Charmaine Stevens  
Councilor Andrew Francis

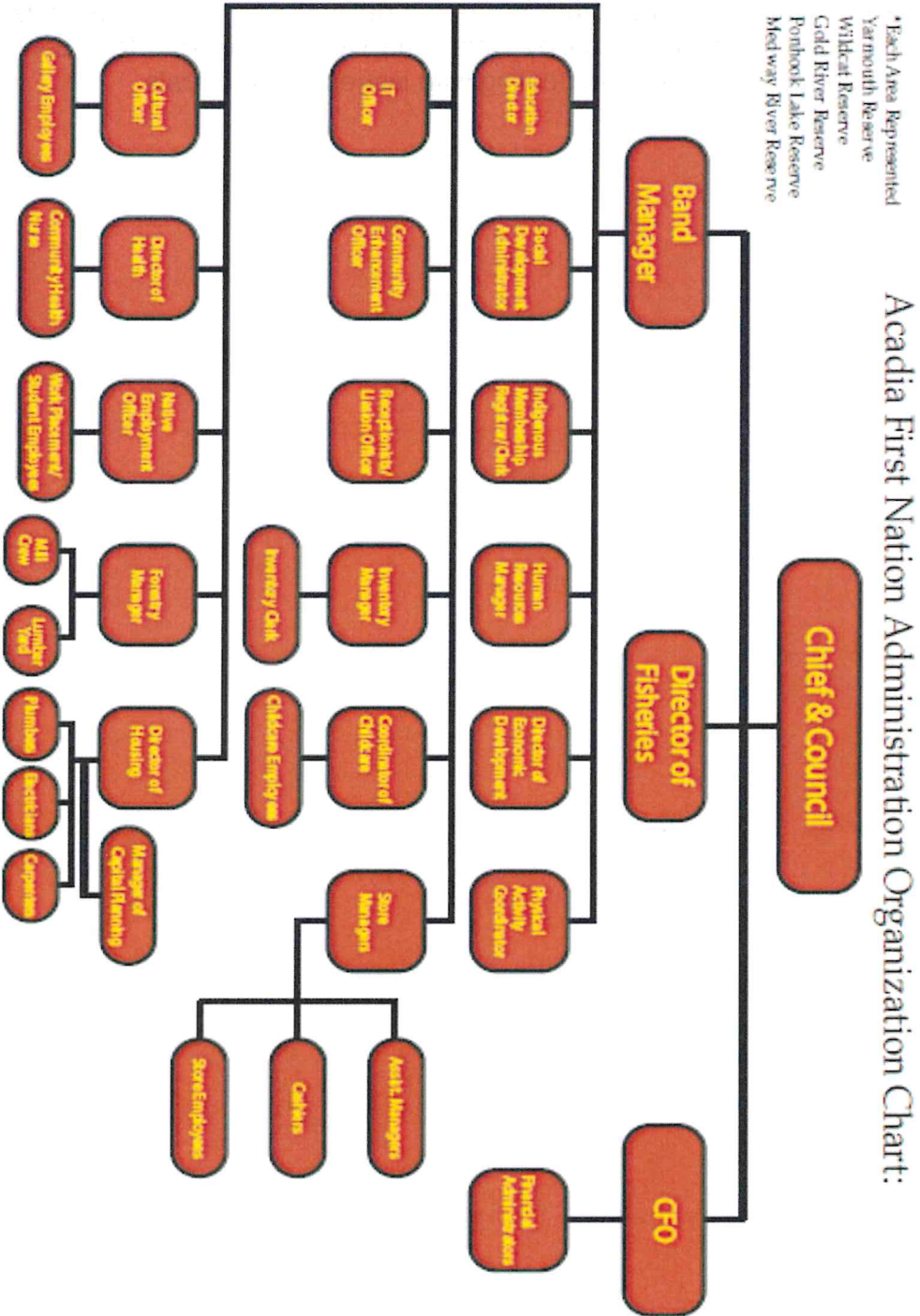
**The implementation of this Strategic Organizational Plan Will Result in the Following Improvements:**

An organizational vision, mission and values that should drive future management decision making.

- Improved internal and external communication.
- Development of a strong management team responsible for policy and program development and implementation.
- Development of annual operational plans.
- An improved organizational chart with clarity of reporting relationships and accountabilities.
- Updated and/or completed job descriptions and a performance appraisal process for all employees that should lead to improved accountability, recognition of excellent performance and employees feeling valued.
- Utilization of the job descriptions to develop salary scales for the various positions.
- Key strategies that should form the basis for Chief and Council to assess future changes in organizational structure associated to the Corporate Structure and CEO positions.
- Development of a process for regular updates on implementation of the Strategic Organizational Plan. .

- Development of policies for the other programs delivered by AFN. Well-developed policies and procedures, approved by Chief and Council will lead to a consistent and clear response across AFN in dealing with issues and requests.

# ORGANIZATIONAL STRUCTURE ACADIA FIRST NATION



## **CONCLUSION**

AFN is very fortunate to have a Chief and Council along with a Band Manager and team of Managers who are committed to providing the collective leadership to implement this Plan. This Strategic Plan will be used to create annual operational plans with quarterly progress reports to Chief and Council on its implementation. By working together as a team, AFN is in a position to implement all aspects of this Plan, resulting in strong management, organizational excellence and achievement of its mission.


Duly passed on March 26, 2019.

Signed at Acadia First Nation, Nova Scotia this 26 day of March, 2019 signed, in duplicate.

  
Chief

  
Councillor

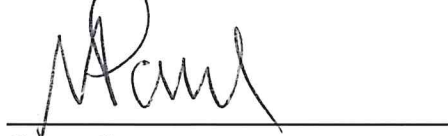
  
Councillor

  
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Councillor

## Appendix A: Members of the Strategic Planning Team

Member's Name	Title or Company
Lloyd MacDougall	Band Manager
Rachel Pictou	Director of Economic Development
Ashley Earle	Financial Administration Officer
Angela Colgan	Financial Administration Officer
Amanda Lloyd	Controller
Janice Francis	Education Director
Wanda Westhaver	Manager of Native Employment and Training
Wendy LeJeune	Inventory Control Clerk
Mike Paul	Councillor
Avis Johnson	Councillor
Jeff Purdy	Councillor
Jan Laing	Liaison

## Appendix B: Annual Operational Plan Template

This template can also be used for quarterly and annual progress reports on implementation of the Strategic Corporate plan.

### ACADIA FIRST NATION OPERATIONAL PLAN 2017-18

Department/ Program	Action(s)	Objective	Performance Indicator- How will you know it is done/effective?	Budget	Timeline	Responsibility	Progress
Administration							
Human Resources							
Housing							

Department/ Program	Action(s)	Objective	Performance Indicator- How will you know it is done/effective?	Budget	Timeline	Responsibility	Progress
Education							
Social Assistance							
Finance							
Health							

Department/ Program	Action(s)	Objective	Performance Indicator- How will you know it is done/effective?	Budget	Timeline	Responsibility	Progress
Fisheries							
Capital and Planning							
Forestry							
Culture							
Gaming							
Land Management							
Tourism							
Native Employment and Training							
Store Management							





# Acadia First Nation Administration Organization Chart:

- \*Each Area Represented
- Yarmouth Reserve
- Wildcat Reserve
- Gold River Reserve
- Panbook Lake Reserve
- Medway River Reserve

